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PLANNING FUNCTION

1. The planning function is concerned with the isolation of training problems and the formulation and recommendation of solutions to such problems; and with the identification of training requirements and the development of policies, plans, standards and programs to meet such requirements, along with required action instruments to put them into effect.
2. As a means of isolating and resolving training problems within the Agency, communication was established with other offices of the Agency through a Training Liaison Officer system; Training Liaison Officers being appointed by the respective office Heads for that purpose. In May of this year, regularized small group meetings were instituted and are conducted monthly by Training (General) with the Training Liaison Officers of DD/I, DD/A, DD/P (and COMMO) separately, in order to permit more informal communication and full and free discussion not possible in the previously held joint meetings.
3. It has been found that the inter-communication and exchange of ideas in these meetings has been of mutual benefit to the Training Liaison Officers and to Training (General). The agenda and record of the Training Liaison Officer meetings (Appendix III) indicates the nature and scope of the various problems raised and interests expressed in these meetings.
4. Through the medium of these meetings Training (General) presented the terms of reference for the submittal by all of the Offices of the Agency of external training requirements for FY 1954 and FY 1955. The office submittals and the summary of requirements established therefrom are contained in Appendix IV (External Training Requirements) and are the basis both for planning and for budget estimates by Training (General).
5. In the Training Liaison Officer meetings, the policies governing training at non-CIA facilities, which were approved by the CIA Career Service Board, were presented for the information and guidance of the Training Liaison Officers. These policies (attached hereto) have been included in proposed CIA Regulation [REDACTED], 25X1A Training at non-CIA Facilities under Public Law 110 (contained under Tab⁹ in Appendix I). This regulation is now in process of coordination. Its official promulgation will effect a closer relationship of training policies to the CIA Career Service Program, and the function of training will thereby be exercised more directly as an integral part of Career Service in the Agency.

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6. Other regulations to relate training to Career Service, and effect appropriate training policies, responsibilities, standards, and procedures have been promulgated or are in process of preparation. The series of regulations contained in Appendix I, when completed, will cover all the major training functions and activities of Training (General).

7. As an illustration of the planning function in the analysis of a problem and recommendations for its solution, a sample staff study is contained in Appendix V (Briefing of Service Attaches). As an illustration of the planning function in the origin, development, and operation of a training program to meet requirements for such training, a sample file is continued in Appendix VI (Near East Language and Area Program).

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